

ARMY CIO/G-6 500-DAY PLAN

AUGUST 2007

DELIVERING A JOINT NETCENTRIC INFORMATION ENTERPRISE



...IN SUPPORT OF THE ARMY CAMPAIGN PLAN

A MESSAGE TO OUR PARTNERS

FROM MR. VERNON M. BETTENCOURT, JR.



Vernon M. Bettencourt, Jr.
Acting Chief Information Officer/G-6

Over the past three years the Signal Regiment has focused on providing transformational capabilities to the Warfighter to include the continuing transformation of the United States Army Signal Center to LandWarNet University (LWN-U) with the goal of training and educating personnel on LandWarNet capabilities and to broaden and enhance the Warfighter's training opportunities and lifelong learning. This has required a rapid development and acquisition process leveraging commercial off-the-shelf technologies to equip and train our soldiers, currently engaged in the Global War on Terrorism, with the best Information technologies available. The Joint Network Node (JNN) terminals, integrated into the Warfighter Information Network – Tactical (WIN-T) as Increment 1, is now our Brigade Combat Teams and Separate Brigades' centerpiece of LandWarNet. It provides units with satellite communications capabilities and increased bandwidth. We are moving toward



a Service Oriented Architecture (SOA) and Everything over Internet Protocol. We have matured the Army's single portal – Army Knowledge Online (AKO)– with significantly improved capabilities such as AKO Forward, providing better services to our deployed soldiers. We are migrating to Defense Knowledge Online to move toward a Global Collaborative Environment for our Army. As we move toward the vision of Network Service Centers, we have begun to standardize services under a single Director of Information Management (DOIM) concept on installations, aggregating Enterprise Services above the installations at Area Processing Centers. Information Assurance has been one of our highest priorities, and should remain a top priority as we see our enemies sharing the same network fabric as we use. We have made significant progress over the past three years, such as using the common access card to achieve two factor authentication, which has improved network and information security. We have recognized the vulnerabilities of mobile devices and taken steps to protect data at rest and data in motion enforced through policies and information technologies.

The Global War on Terrorism has created a need for building the capabilities that enable a Global Collaborative Environment. There is still much to be done to mature our network capabilities, but the challenges we face in creating a truly Global Collaborative Environment also include maturing and executing our data strategy to enable information sharing capabilities. To achieve a Global Collaborative Environment that supports the Warfighter during all six Joint Operational phases we must make Army installations, National Guard Joint Force Headquarters, and Army Reserve Readiness Centers a seamless part of the warfighters' environment. The good news is that we have built the foundation to achieve this vision. We must stay the course with a near term execution strategy that is represented by this 500-Day Plan and we must execute our strategy within the context of a longer term plan that will communicate our roadmaps for strategic Information Management and Information Technology capabilities. Using the CIO/G-6 priorities (e.g. 500-Day Plan), we will insure the Program Budget Review Board (PBRB) process is aligned to support those critical priorities.

Much has been accomplished by the Army in collaboration with the Marine Corps, the Signal Regiment, Commands, and Industry Partners. I challenge you to stay the course and remain focused on delivering a joint net-centric information enterprise that enables Warfighter decision superiority. ★★★

INTRODUCTION

We face an ever-changing and evolving enemy and we must be able to respond rapidly to defeat emerging threats. The current operating environment and projections of persistent conflict dictate the need to rapidly develop capabilities for both the current and Future Forces. The Army must view the future Joint Operational Environment from a global perspective and realistically consider where operations can occur. There will be a volatile, uncertain, complex, ambiguous strategic environment that will have a myriad of operational contingencies that require Joint, Interagency, and Multi-National capabilities. We must address the full spectrum Future Force and how LandWarNet enables net-centric operations in a Global Collaborative Environment. Systems must be developed, trained, fielded and managed to ensure compliance with LandWarNet concepts in order to support our Warfighters through all six Joint Operational phases. Further, the rapid pace of Information Technology change will create opportunities necessitating transformation of our development and procurement process to exploit these opportunities and to integrate them effectively into the force.

Of equal importance is the recognition that 9-11 and Hurricane Katrina were transformational events that have resulted in unprecedented change in our emergency management institutions in our Homeland and reinforced our solemn obligation for preparedness to support the full spectrum of potential Homeland Defense and Defense Support of Civil Authorities (HLD/DSCA) missions.

The Army Campaign Plan directs comprehensive strategic change across doctrine, organizations, training, materiel, leadership, education, personnel, and facilities to build a campaign-quality Army with Joint and expeditionary capabilities. The Army views transformation as the continuous evolution of capabilities over time from the current to Future Force. Transforming the Army at war requires a carefully managed balance between sustaining and enhancing the capabilities of the current force to win the war today, while investing in capabilities for the Future Force to meet the complex and unpredictable challenges of tomorrow. We must integrate transformation activities with the strategic posture to support current operations and its capabilities-based program and budget. This dynamic process requires the Army to adjudicate risk and refine its transformation plans on a continuous basis.

This Army CIO/G-6 500-Day Plan focuses on the near-term specified and implied missions in the Army Campaign Plan, as well as OSD and Joint strategic guidance.

The CIO/G-6 strategy is outlined below through a Vision and Mission, with six enduring Strategic Goals and twenty Objectives. Within each of the Objectives are specific near-term initiatives to be accomplished by the end of 2009. Each initiative has a CIO/G-6 lead assigned for execution and performance reporting (see Directorate Key for abbreviations), and may be supported by efforts of the engineering arm utilized by the CIO/G-6, the Information Systems Engineering Command (ISEC), and the acquisition arm of the Program Execution Office for Enterprise Information Systems (PEO-EIS).

In addition to this document, the CIO/G-6 Direct Reporting Unit (DRU), NETCOM, has the NETCOM Campaign Plan that outlines the Near-Term and Long-Range, operationally focused objectives in support of the CIO/G-6 Vision, Mission and Goals; and The United States Army Signal Center and School has also published a comprehensive Signal Regiment Campaign Plan that is synchronized with this plan. ★

DIRECTORATE KEY

- Office of the Chief Information Officer [CIO/G-6]
- Architecture, Operations, Networks and Space [AONS]
- Chief Integration Office [CXO]
- Governance, Acquisition and Chief Knowledge Office [GA&CKO]
- Information Resource Integration [IRI]
- Network Enterprise Technology Command [NETCOM]

VISION

Deliver a joint net-centric information enterprise that enables Warfighter decision superiority. ★

MISSION

Provide architecture, governance, portfolio management, strategy, command, control, communications, computers, and information technology (C4IT) acquisition oversight and operational capabilities to enable joint expeditionary, Interagency, and Multi-National, net-centric information dominance for the Army. ★

STRATEGIC GOAL 1

DEVELOP AND MAINTAIN A SECURE, SEAMLESS, INTERDEPENDENT LANDWARNET NETWORK BY LEADING DEVELOPMENT AND ENFORCING THE USE OF AN INTEGRATED ENTERPRISE ARCHITECTURE:

The foundation for creating a Global Collaborative Environment is a strong network. In the recent past, the primary focus and message of Army Communications has centered on developing the capability to “connect” by developing, expanding, upgrading, extending the network infrastructure and transforming the Signal Forces to support the Army modular force. The Army’s accomplishments to provide the capability to connect via the network have been significant and successful: WIN-T Increment 1 (formerly known as JNN); Satellite Communications (SATCOM) to include the Combat Service Support Very Small Aperture Terminal (CSS VSAT) to “Connect the Logisticians”; Fixed Regional Hub Nodes (FRHN) – in Southwest Asia and Europe; and the Installation Information Infrastructure Modernization Program (I3MP). Plans for future advances to LandWarNet center on the WIN-T, Joint Tactical Radio System (JTRS), High Capacity Communication Capability (HC3), and I3MP. The network must continue to support our Warfighters during all six Joint Operational Phases. ★

OBJECTIVES

Leverage New Technologies to Upgrade Capabilities and Operations of LandWarNet Network.

Facilitate the HQDA staffing process for current network improvements to support Mobile and Modular forces. Oversee spin-out of emerging technologies from the Future Force network support development to significantly improve operating capabilities (exchange voice, video, and data through the tactical division and into the sustaining base). This includes the significant challenge of achieving network integration of various communications solutions in the near-term as we migrate to WIN-T (e.g. MSE, TRI-TAC, JNN, TROJAN SPIRIT, CSS VSAT, and JISCC).

Specific near-term initiatives:

- Develop a plan to provide SIPRNET and cross-domain solutions to appropriately support HLD/DSCA mission requirements and that effectively extend these capabilities to the State/Territory level and to any incident site. [AONS]
- Assist in and track the completion of JNN Lots 1-9 fielding to the remaining Active Component (AC) Divisions and six Expeditionary Signal Battalions and the start of Ka-band upgrade of the JNN to WIN-T Increment 1. [AONS]
- Begin implementation of NETOPS integrated architecture Army Enterprise Network Integrated Architecture (AENIA) 5.0. [AONS]
- Integrate the National Guard Joint Incident Site Communications Capability (JISCC) into the Army’s Enterprise Architecture and validate Operation and Maintenance requirements for a non-Program of Record system. [AONS]
- Assist in the synchronization of the Army’s approved strategy for WIN-T. [AONS]
- Work in collaboration with National Guard Bureau (NGB) to develop synchronized plans to coordinate, support HLD/DSCA missions, and institutionalize the NGB Joint C4 Coordination Center (JCCC). [AONS]
- Assist in the synchronization of the WIN-T Increment 1 & 2 fieldings with enabled/supported programs. [AONS]
- Coordinate and assist in the host nation negotiations and Army programming of funds to build a FRHN in the Western Pacific. [AONS]
- Assist TRADOC and ASA(ALT) in the development of plans and architectures to enable WIN-T Increment 1 to provide network transport for the Trojan Spirit application. [AONS]
- Assist TRADOC and G-3 Force Management in modifying Signal Force structure to accommodate the changes affected by the early WIN-T fielding. [AONS]
- Coordinate with and assist G-3 and G-8 in the prioritization and funding of communications programs, projects, and equipment in support of the LandWarNet. This includes acting as an advocate for network communications upgrades and solutions that must be added to or moved up in the Army’s priorities. [AONS]
- Identify the gaps between National Guard deployable Joint Incident Site Communications Capability (JISCC) packages and current/projected JNN/WIN-T capabilities (i.e. those capabilities that could be added to JNN/WIN-T that would provide the capability to utilize it for HLD/DSCA as well as joint expeditionary operations). [AONS]
- Complete analysis to ensure the Army Enterprise network extends to State/Local levels and supports interoperability and other emerging HLD/DSCA mission support requirements related to Joint and Interagency information sharing and collaboration requirements, and identify potential solutions to satisfy gaps. [AONS]

STRATEGIC GOAL 1

OBJECTIVES

- Develop a strategy and timetable for migration of National Guard JISCC capabilities to JNN and/or WIN-T capabilities tailored for use in support of either Joint expeditionary or HLD/DSCA missions. [AONS]
- Assist in the management, architecture integration and testing of FCS Spinout One capabilities (Networked Sensors and Shooters) to enable the start of fielding. [AONS]

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Support the Institutionalization of LandWarNet as a Concept with an Approved CONOPS to Enable Battle Command Operational to Tactical.

Support the Army's Transformation programs ensuring sufficient communications infrastructure is provided to enable Battle Command with a Net-centric common operating picture in the Joint , interagency, and coalition environments.

Specific near-term initiatives:

- Develop solutions architecture work plans within the context of the Enterprise Architecture. [AONS]
- Identify and develop the process for Segment Architecture Development. [AONS]
- Support/influence staffing and approval of the Army LandWarNet CONOPS Version 2. [AONS]
- Collaborate with G-3 on the implementation of Battle Command requirements in Annex K of the Army Campaign Plan (ACP) in Change Six to the ACP. [AONS]

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Provide Technical Expertise, Direction, Oversight, and Coordination Necessary to Ensure Space, Airborne, and Positioning, Navigating, and Timing (PNT) Systems Support of the Warfighter and the Army Enterprise Network.

Lead the Army's campaign for space and airborne capabilities to support current LandWarNet capability requirements and plan for the transition to the Warfighter Information Network – Tactical (WIN-T) in support of the Army's Future Combat Systems (FCS).

Specific near-term initiatives:

- Develop an evolutionary space and airborne communications plan in support of LandWarNet and Army C4I transformation. [AONS]
- Complete the development of the plan to address the Satellite Access Gap and "Hand-Held" terminal solution for the Mobile Force Objective System (MUOS). [AONS]

- Support TRADOC/ARCIC by providing information and data for the ongoing HC3 Analysis of Alternatives (AoA) required for HC3 Milestone Decision B in March 2008. [AONS]
- Support Air Force Space and Missile Systems Center by participating in the Transformational Satellite (TSAT) Source Selection Evaluation Team to select in November 2007 the contractor team that will build TSAT. [AONS]
- Lead the Army team in integrating LandWarNet into the National Security Space Office's Transformational Communications Architecture version 3.0 prior to its January 2008 publication. [AONS]
- Coordinate Army LandWarNet requirements with the National Reconnaissance Office and explore synchronization of efforts. [AONS]
- Work with PEO-EIS to ensure FRHNs in Europe and Southwest Asia are operational by January 2008 and formal coordination on Western Pacific locations is in place. [AONS]
- Track the Wideband Global SATCOM (WGS) first launch to ensure synchronization with implementation of JNN Ka-capacity and operations. [AONS]

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Develop, Coordinate, and Implement the Total Army Enterprise Infrastructure.

Mature Army installations as "docking stations" to support Transformation, Modularity, and Base Realignment and Closure/Global Defense Posture Realignment, and establish capabilities for installation common user Enterprise Services. Continue to consolidate C4IM Services under the Garrison DOIM through implementation of the Single DOIM Action Plan. Continue to build Army enterprise computing capability at Area Processing Centers (APC) in order to improve the quality of network and information security and IT services to tenants on installations.

Specific near-term initiatives:

- Complete the Implementation of the Single DOIM Action Plan. [AONS]
- Collaborate with the Installation Management Command (IMCOM) to define the roles and relationships of the G-6 and DOIM on Army Installations to support all tenants. [AONS]
- Complete the Army APC Operational Architecture. [AONS]
- Complete the Army Installation Operational Architecture. [AONS]
- Achieve Initial Operating Capability (IOC) at the two established CONUS APCs. [AONS]
- In coordination with the G-3 and ACSIM establish priorities and capabilities for I3MP upgrades to 34 installations. [AONS]

STRATEGIC GOAL 2

LEAD ENTERPRISE INTEGRATION TO ACHIEVE DECISION SUPERIORITY BY TRANSFORMING PROCESSES, APPLICATIONS, AND DATA INTO NET-CENTRIC CAPABILITIES ACROSS THE ARMY:

While the Network is a critical enabler and past efforts have been clearly focused on enhancing this capability, the Army must balance those efforts with the critical mission of enabling information exchanges. Building a Joint, Interagency, Multi-National, and Coalition Global Collaborative Environment requires the synchronization and implementation of the DoD, Joint, and Army data strategies. The Army's goal is to institutionalize and make data visible, accessible, understandable, trusted, interoperable responses to user needs. This will require significant changes in the Army's culture. ★

OBJECTIVES

Lead the Army in Establishing and Overseeing Governance for Enterprise Integration and Transformation of Information Management and Information Technology.

The Army CIO/G-6 will support the Army Transformation by optimizing Army IT investments to provide Warfighters improved capabilities in less time and at a lower cost of ownership. IT Portfolio Management (IT PFM) governance aims to eliminate unnecessarily redundant and stove-piped systems, drive Joint Information Management interoperability, and provide the Army with an information infrastructure that is rapidly adaptable.

Specific near-term initiatives:

- Enhance HLD/DSCA mission information sharing and collaboration capabilities by planning and implementing the migration of the National Guard's Joint Information Exchange Environment (JIEE) capability to AKO/DKO to facilitate access by the Joint user community. [GA&CKO]
- Publish and begin implementation of the Army Net-Centric Data Strategy Guidance document. [AONS]
- Oversee the implementation of IT Portfolio Management by revising and implementing the Army IT PFM governing guidance in synchronization with OASD/NII. [GA&CKO]
- Based on analyses of capability overlaps and gaps, develop and submit proposed POM 10-15 guidance for the EIEMA Mission Area, including recommendations to terminate funding for redundant and stove-piped systems. [GA&CKO]
- Develop a Spectrum Supportability Assessment template that PMs can use to evaluate procurement decisions. [AONS]
- Coordinate the development of draft Army responses to OSD POM 10-15 Change Proposals to Army Enterprise Information Environment Mission Area funding. [GA&CKO]
- Update the Army policies for Spectrum Management syn-

chronized with Joint and DoD guidance. [AONS]

- Develop the Army Spectrum Management Architecture (ASMA) to facilitate improvements in Army spectrum related activities consistent with DoD Spectrum Management Architecture. [AONS]
- Improve the completeness of Army data in the Department of Defense Information Technology Portfolio Repository to 90%. [GA&CKO]
- Improve the completeness of Army data in the IT Repository Army Portfolio Management Solution-Army Information Technology Repository to 90%. [GA&CKO]

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Optimize Core Enterprise Services through Mission Area and EIEMA Domain Management.

Core Enterprise Services (CES) will deliver a Net-Centric information environment that enables Warfighter and business decision superiority by providing select services from the Net-Centric Enterprise Services (NCES). These core services of collaboration, discovery, mediation, enterprise service management, and user assistance will be provided through the Army Knowledge Online (AKO) portal within Defense Knowledge Online (DKO).

Specific near-term initiatives:

- Leverage NCES Increment 1 capabilities (Collaboration, Discovery & Delivery, and SOA Foundation) to provide core enterprise services behind AKO/DKO. [GA&CKO]
- Complete the transition of AKO to DKO. [GA&CKO]
- Develop AKO/DKO Forward capability enhancements in the theater (Content Staging and COOP). [GA&CKO]
- Leverage NCES Increment 1 architecture and analysis to use technology components, shared services, and tested capabilities in accordance with the established timeline. [GA&CKO]



STRATEGIC GOAL 2

OBJECTIVES

Guide and Enforce Army Enterprise Architecture (AEA) Development, Standards and Compliance.

Deliver an Army Enterprise Architecture (AEA) to direct the transformation of Army business and mission transformational objectives; guide and enforce AEA integration; and compliance and alignment with the Federal Enterprise Architecture (FEA).

Specific near-term initiatives:

- Develop Segment Architecture methodology to establish alignment with the Army Enterprise Architecture Model and the approved AEA Work Plan. [AONS]
- Produce solution architectures to address: Transformation, IT PFM/Mission Area & Domain Architectures, Enterprise Architectures, and Unit Architectures requirements and gaps for Deployed and Deploying units, and the implementation of tools and the population of Enterprise Repositories. [AONS]
- Direct the implementation of the Army Enterprise Asset Discovery Tool (BDNA) to enforce network governance. [GA&CKO]

Ensure Clinger-Cohen Act/Title 40, Subtitle 3 Compliance and Interoperability of Applications and the Network.

Monitor capabilities development from requirements identification through testing and acquisition to ensure compliance with IT standards and Net-Centric design tenants and assure interoperability. Advise the Secretary of the Army on whether to continue, modify, or terminate capabilities.

Specific near-term initiatives:

- Publish an Intra-Army Interoperability Certification Waiver and Exemption Policy. [AONS]
- Develop and publish the Intra-Army Interoperability Certification Policy. [AONS]
- Develop and publish the Army Software Configuration Management and Control Policy. [AONS]
- Establish and implement penalties for non-compliance with Army Software Configuration Management policy. [AONS]
- Develop a plan and secure resourcing to conduct analysis for Network Transport and Services functional area capabilities of LandWarNet in support of TRADOC. [AONS]
- Establish a Concept of Operations Plan for the Federated Army Net-Centric Sites Networks (FANS)-Central Technical Support Facility (CTSF). [AONS]

- Fully implement horizontal and vertical interoperability testing of all new IT systems at the FANS. [AONS]
- Develop and publish the Army Software Configuration Management Implementation Plan. [AONS]
- Achieve/Maintain 98% completion rate for all required Title 40 compliance documents completed in accordance with program schedules (performance metric). [AONS]
- Achieve/Maintain a 98% of all Major Automated Information System Certification documents forwarded to OSD in accordance with program schedules (performance metric). [AONS]

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Promote Effectiveness and Achieve Continuity of Effort by Leveraging "Knowledge Management" of Policy, Doctrine, Regulations, and Other Information.

Redefine the role of the CIO/G-6 as the Army proponent for Knowledge Management (KM), focusing on industry best practices and evaluating KM efforts ongoing throughout the Army. Develop a comprehensive Army KM strategy that integrates both tactical and non-tactical applications.

Specific near-term initiatives:

- Define the roles and responsibilities of the CIO/G-6 for information management and knowledge management within the Army. [GA&CKO]
- Support integration of KM in the Army Force Generation (ARFORGEN) process. [GA&CKO]
- Serve as Co-Lead in development of a KM functional needs analysis to be provided to the Joint Requirements Oversight Council. [GA&CKO]



STRATEGIC GOAL 3

PROTECT AND DEFEND THE ARMY'S SYSTEMS, NETWORKS, AND INFORMATION:

The CIO/G-6 will defend, protect, and manage the information infrastructure through a proactive information assurance (IA) policy, governance, and operations. This requires a defense-in-depth strategy using risk management principles and multi-level security mechanisms to protect the layers of the Army information systems, networks and data. Leverage the CIO/G-6 will leverage IA compliance verification and force protection teams to supplement the newly formed Department of the Army Inspector General IA Inspection Teams. ★

OBJECTIVES

Direct Information Assurance Policy, Compliance and Governance.

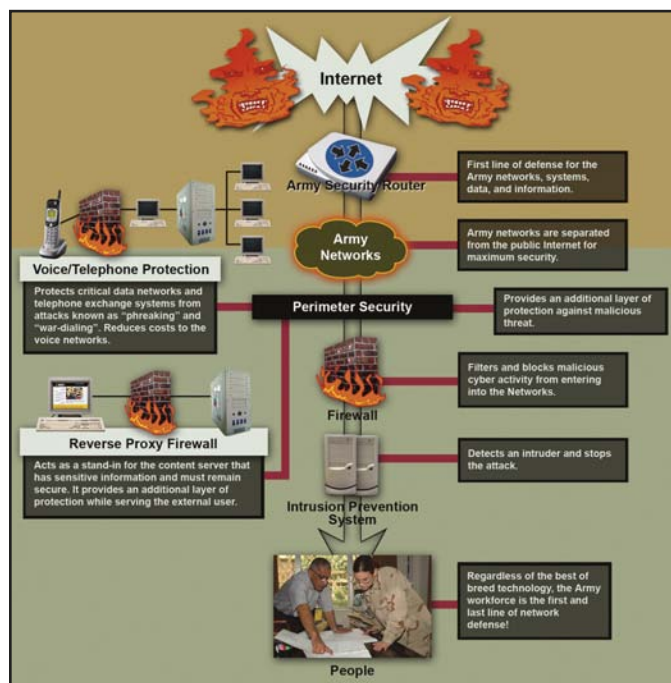
Support the Warfighters and Business users' need-to-share requirements with a seamless, secure, interconnected information environment without compromising protection of data, systems, and networks. This will be accomplished through the execution of NETCOM Campaign Plan initiatives which provide aggressive governance, compliance and execution of programs that enhance network security and information assurance balanced with meeting information access capabilities resulting in a comprehensive mission assurance approach. Specific near-term initiatives are detailed in the NETCOM Campaign Plan.

Advance the HQDA Continuity of Operations (COOP) Signal support to ensure the Army Staff's ability to perform all Mission Essential Functions.

The Army CIO/G-6 is responsible to ensure the entire Army Staff has the capabilities needed to support continued operations in the event of an attack or a natural disaster within the National Capital Region (NCR). The CIO/G-6 must ensure that Army users have access to all applications and data as well as DISN services required to perform all Mission Essential Functions (MEFs).

Specific near-term initiatives:

- Ensure the NCR Emergency Relocation Sites (ERS) are positioned to provide optimal COOP Support given current approved requirements. [AONS]
 - Complete development and begin training and implementation phases of the COOP Support Plan for HQDA Non-Emergency Relocation Group (Non-ERG) users. [AONS]



Provide Executive Agency Oversight in Management and Setting of Priorities for Special Access Programs.

Provide Executive Agency oversight of IT automated information systems to ensure certification and accreditation for Special Access Program (SAP) initiatives.

Specific near-term initiatives:

- Develop a plan and secure funding to develop and implement an Army SAP Enterprise Portal. [AONS]
- Transition all SAPs to the Information Management Support Plan template. [AONS]
- Align AR 380-381 with current IT support to SAP/SA. [AONS]
- Develop support plan to perform Computer Network Defense Service Provider (CNDSP) as directed by DoD CIO and develop metrics to report compliance with Computer Networks Defense directives. [AONS]

STRATEGIC GOAL 4

ENSURE ARMY INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY INVESTMENTS MAXIMIZE JOINT AND ARMY CAPABILITIES:

The CIO/G-6 will improve effectiveness and identify efficiencies that free resources to better support operational requirements. The CIO/G-6 will ensure IT investments support only transformed, integrated processes that further achieve the development and validation of capital planning strategies that improve combat capability, warfighting readiness, and mission performance. These investments will be managed as portfolios and will be in compliance with the Army Enterprise Architecture. Additionally, the CIO/G-6 will support the Army Audit Agency initiative to review Army Commands' IT expenditures. ★

OBJECTIVES

Report, Defend and Manage the IT Budgets.

In order to effectively report, defend and manage the IT budgets, the CIO/G-6 must be able to articulate the IM/IT initiatives in terms of capability outcomes that are universally understood. It is imperative that IT resources are aligned with the CIO/G-6 priorities in support of the Army Campaign Plan.

Specific near-term initiatives:

- Synchronize the 500-Day Plan development process to align with the budget development process. [IRI]
- Track and report to the CIO/G-6 opportunities/instances when Supplemental funding can be/is substituted for or augments regularly planned funding sources. [IRI]

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Buy Information Technology Hardware/Software and Services at the Army Enterprise Level to Reduce Costs.

The Army CIO/G-6 in synchronization with ASA(ALT) has established Army Enterprise contracts for the procurement of IT hardware and software that has achieved significant cost savings for the Army. We must continue to leverage these vehicles and expand the use of Enterprise-level procurements to achieve cost savings and standardization.

Specific near-term initiatives:

- For Information Technology Commodity Hardware, mainly desktop and notebook systems, continue to plan and implement the Army's Commodity Buy Program twice



per year. Through process and product offering improvements, maintain a minimum cost savings discount level of 20% over General Services Administration (GSA) standard pricing while increasing the customer base (performance metric). [GA&CKO]

- Work within both the DoD Enterprise Software Initiative and the federal Smart BUY program to compete and award Enterprise-level software agreements based on specific Army requirements. Use in-depth business case reviews to determine the best approach to assure a cost avoidance of 50% or better (performance metric). [GA&CKO]

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Integrate Portfolio Management into Capital Planning.

In order to make effective IT investment decisions, it is imperative that the CIO/G-6 has accurate visibility of the Army Enterprise IT assets. The Army Portfolio Management System (APMS) is designated as the database of record for Army IT systems. In addition, the implementation of the Army Asset Discovery Tool (BDNA) will enhance visibility of IT assets connected to the network.

Specific near-term initiatives:

- Develop an enforcement plan for ensuring data compliance in APMS. [IRI]
- Complete an action plan for developing a process to validate the financial data within APMS for accuracy pending Army Portfolio Review Committee (APRC) decision. [IRI]
- Ensure non-program of record systems are accurately entered into APMS with the O&M requirements accurately defined pending APRC decision. [IRI]

STRATEGIC GOAL 5

DEVELOP THE ARMY'S INFORMATION TECHNOLOGY AND INFORMATION MANAGEMENT KNOWLEDGE AND SKILLS TO SUPPORT MISSION NEEDS:

The CIO/G-6 will expand the capabilities of all Soldiers and Army Civilians by strengthening their knowledge, skills, and abilities in managing technology, processes, and information. IM and IT competencies enhance the capabilities of Army personnel whose innovative nature and desire to excel give the Army our greatest competitive advantage. ★

OBJECTIVES

Improve Information Technology Management Competencies.

Build broad-based knowledge and flexible skills in the Army IT civilian workforce through career management and training, including University education, leadership training, and long-term professional development.

Specific near-term initiatives:

- Develop a plan to increase the number of Army personnel taking advanced and foundational training via e-Learning by 10% annually. [GA&CKO]
- Develop policies and criteria to allow Army civilians, contractors, and Joint forces to attend or access via the e-Learning portal to LandWarNet University for necessary LandWarNet training. [GA&CKO]

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Develop Knowledge Management Competencies and Skills.

Promote Knowledge Management practices through various training activities for the ITM workforce by cre-



dentifying mid/senior level managers with CIO/KM and related certificates and degrees. Build a common base of understanding of CIO/KM practices through Clinger-Cohen and KM/AKM training.

Specific near-term initiatives:

- Develop a plan to increase the number of Army IT personnel taking training courses in CIO/KM by 10%. [GA&CKO]
- Develop additional course(s) with selected topic(s) in Knowledge Management to be distributed via e-Learning. [GA&CKO]

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In Collaboration with TRADOC, Shape and Develop the Signal Forces to Meet the Emerging Needs of Net-Centric Operations.

Reevaluate the skill sets, training objectives, and any force structure changes required to meet mission needs.

Specific near-term initiatives:

- Identify the requirements and develop a plan for expanding the scope of the Knowledge Management training program within the Signal Regiment's education system. [GA&CKO]

STRATEGIC GOAL 6

DELIVER AN INTEGRATED ENTERPRISE STRATEGY THAT INFLUENCES JOINT AND ARMY USE OF INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY IN FURTHERING THE WARFIGHTING CAPABILITIES:

Produce and communicate an integrated Army IM and IT strategy and ensure related policy positions influence DoD and Joint Strategies and planning efforts. Ensure that the Army's IM and IT strategy reflects an understanding of Joint warfighting capability requirements. Ensure resolution of emerging strategic IM and IT issues. ★

OBJECTIVES

Develop, Communicate and Manage Army IM and IT Strategy to Influence and Synchronize with Army and Joint Strategies.

Strategy development and implementation is a cyclic and iterative process incorporating Army senior leader direction and guidance, and stakeholder feedback that is optimally aligned with funding through the Planning, Programming Budgeting and Execution System. It will be effectively communicated throughout the Army, the Joint community, the government, and the industries from which the requisite technology solutions will be developed and procured.

Specific near-term initiatives:

- Publish the Army CIO/G-6 Campaign Plan that integrates the long-term CIO/G-6 strategy with the NETCOM Campaign Plan, the Signal Regiment Campaign Plan and the strategic planning of the Reserve Components. [CXO]



- Develop a comprehensive marketing program to communicate the CIO/G-6 strategy. [CXO]
- Develop long-term capability roadmaps to be included as appendices in the Army CIO/G-6 Campaign Plan. [CXO]
- Redefine 500-Day Plan performance review process for the CIO/G-6 that synchronizes with the Army's Strategic Management System. [CXO]

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Improve Army IM and IT Processes for Efficiency and Effectiveness.

The CIO/G-6 will strive for continuous performance improvement in day-to-day business processes through the application of Lean Six Sigma (LSS) methods and tools as prescribed by the Director of the United States Army for Business Transformation (DUSA-BT).

Specific near-term initiatives:

- Institutionalize LSS methods for problem identification and process improvement into every day practices, provide Green Belt level training and ensure enrollment of 50% of the CIO/G-6 staff. [CXO]
- Develop plan of action to redefine the IT acquisition policies to align with real-world IT life cycles. [CXO]

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Leverage Strategic Initiatives and Advances in Emerging IT to Identify and Fill Strategy Gaps.

Ensure IM and IT Studies are selected, resourced, and leveraged with knowledge of advances in IT to address gaps in strategy.

Specific near-term initiatives:

- Define the process of integrating the results of the Army IM/IT Studies into strategic plans. [CXO]



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